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MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
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DIRECTOR, NET ASSESSMENT
DIRECTORS OF THE DEFENSE AGENCIES
DIRECTORS OF THE DEPARTMENT OF DEFENSE
FIELD ACTIVITIES

SUBJECT: Legislative Priorities for Fiscal Year 2005

Last year we developed an ambitious legislative program to bolster our efforts to modernize and transform the way we operate. We included many of our most important proposals in the "Defense Transformation for the 21st Century Act," which is under consideration in Congress.

As we develop our recommended legislative proposals for fiscal year 2005, we must continue to pursue changes in the law that may be necessary to modernize and transform the force. This may include provisions that were considered and not advanced in the Congress this session. Achieving significant reform through the legislative process often requires a sustained effort over multiple Congressional sessions. If a provision remains important to meet the transformation objectives, we should attempt once again to see it enacted into law.

As you develop your draft legislative proposals, please keep in mind the attached list of priorities that the Senior Level Review Group has reviewed. Further, please consider and review carefully the following important studies, briefings and programs to ensure your proposals are consistent with ongoing work of the Department:

- **Joint Defense Capabilities Study** – Author: Former USD(AT&L) Aldridge
- **Operational Availability Briefings** – Author: JCS and Combatant Commanders



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- **Joint Forces Lessons Learned on OEF and OIF** – Author: JCS and Combatant Commanders
- **Business Management Modernization Program** – Co-managers: USD(C) and ASD (NII)

The General Counsel issued additional written guidance for the submission of draft legislative proposals in a memorandum dated September 9, 2003.

A handwritten signature in black ink, appearing to be "D. R. [unclear]".

Attachment:
As stated

Top Priorities for Next 16 Months

(8/03-12/04)

1. Successfully Pursue the Global War on Terrorism
 - Reset the force
 - High value target plan
 - Global Peace Operations initiative
2. Strengthen Combined/Joint Warfighting Capabilities
 - Develop joint CONOPS to integrate air, land, sea, and ISR assets
 - Translate Joint CONOPS into acquisition strategy
 - Strengthen combined/joint exercises and training
 - Bring jointness to the lowest appropriate level
 - Sustain an on-call, global precision-strike capability
 - Sustain strategic deterrence
3. Transform the Joint Force
 - Lighter, more agile, easily deployable military units
 - Instill a military culture that rewards innovation and risk-taking
 - Place experienced joint warfighters in key posts
 - Balance the Department's active and reserve components
4. Optimize Intelligence Capabilities
 - Refocus intelligence priorities for new defense strategy
 - Strengthen intelligence capabilities for the 21st century
 - Improve vertical and horizontal intelligence distribution
5. Counter Proliferation of WMD
 - Reverse the existing WMD capability of unfriendly state and non-state entities
 - Establish counter proliferation roles, missions and objectives
 - Deter the global spread of WMD
 - Integrate DoD activities with those of other departments

6. Improve Force Manning

- Develop 21st century human resource approach
- Implement longer tours, revised career paths, improved language capabilities, etc.
- Rebalance active and reserve forces
- Sustain quality of life, installation and infrastructure enhancements

7. New Concepts of Global Engagement

- Implement revised Security Assurance and Cooperation Plan and refocus Overseas Presence/Basing
- Continue to fashion new relationships worldwide, update alliances, build coalition of unequal partners, refocus security cooperation and initiate a foreign constabulary force
- Continue to assess and refine the Unified Command Plan

8. Homeland Security

- Clearly define the Department's role in Homeland Security
- Organize the Department to implement Homeland Defense and provide support to Homeland Security
- Initial missile defense deployments
- Internally and externally integrate the Department's Homeland Defense command and control systems and procedures

9. Streamline DoD Processes

- Shorten PPBS and acquisition cycle time
- Financial Management Reform
- Shorten DoD processes by 50%
- Output metrics built around balanced risk and President's Management Agenda

10. Reorganize DoD and the USG to Deal with Pre-War Opportunities and Post-War Responsibilities

- Reduce time to respond; create a surge capability
- Rationalize NSC and Homeland Security Council
- Develop Departmental and interagency conops for post-war stability operations